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20 May 1952

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting in 117 Central, 16 May 1952, at 10:00 A. M. to Plan the Training Program and Training Aids in Connection with the Personnel Evaluation Report

Present:



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1. [redacted] presided.

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2. Copies of the text of "Coaching the Management Team" (4 April 1952), and photostats of the Personnel Evaluation Report were distributed.

3. Film strip and Record of the Ford Motor Company presentation "Coaching the Management Team" was shown. (30 minutes running time).

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4. [redacted] called on [redacted] to comment. [redacted] said the presentation was good for people who are not familiar with the subject and it gives a good controlled method of presentation.

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5. [redacted] said that everyone is going to want to know what the Career Service Program is and what it covers right at the start.

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6. [redacted] said that the Program might be announced about the first of July, since the Career Service Committee had just about completed its work and was preparing a Final Report to the DCI.

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7. For the present discussion it was decided that 1 July would be used as a target implementation date for the Personnel Evaluation Report.

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8. [redacted] said that a report such as the type spoken of now is badly needed in this Agency. We haven't had any Agency-wide evaluations for about two years.

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9. [REDACTED] said O/SO was using the O/SO form "Status and Efficiency Report" for lack of anything else. It was used consistently for overseas personnel only. Nothing was presently being used for Washington personnel.

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10. [REDACTED] stated that O/TR would have to know about the doctrine and policies in order to do their job.

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11. [REDACTED] said that Office Boards, structure, policy, procedure, responsibilities had been approved by the Committee and were soon to be forwarded to the DCI for his final approval and that these would be available in the near future.

12. [REDACTED] spoke about what the Working Group wanted done.

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13. [REDACTED] raised the question of whether the form was designed by the Working Group to be used either as a Personnel procedure or just as part of the Career Service Program.

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14. [REDACTED] stated that the Working Group definitely did not want an efficiency rating and that a careful presentation of the new philosophies was needed since there was nothing like this in Government and "just another rating form" would fall flat on its face.

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15. [REDACTED] thought that the form should be a part of the presentation of the Career Service Program.

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16. [REDACTED] said to forget about the "program" for a minute. Should the presentation be "live" or audio-visual? [REDACTED] also said this was only a small portion of a supervisory training program.

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17. [REDACTED] said that OSO could not use a film strip and record for training overseas personnel at many of the smaller installations. At certain large overseas installations a film strip or other training aid would be desirable. For domestic personnel, [REDACTED] believed a "live" indoctrination would be adequate, supported perhaps by suitable training aids.

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18. [REDACTED] concurred in remarks and judgments of [REDACTED] respecting overseas personnel and said that while "live" presentation was undoubtedly preferable, such a technique should not preclude training aids such as a film strip of the character of that just shown.

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19. [REDACTED] recapitulated the conference as follows:

The Personnel Office has the responsibility for getting this Personnel Evaluation Report started as soon as possible throughout the Agency. The Office of Training is expected to develop a program for instructing supervisors in the use of this form. O/TR would use the Personnel Office for obtaining the policy and doctrine on the subject. O/TR would organize a team of people who could speak reasonably well and intelligently to meet preferably Office

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by Office, Division by Division, rather than across the Board, to get the word out so that by 1 October everyone in the Agency will have been instructed so that the forms will start to come into the Personnel Office. [REDACTED] estimated that it would probably take the whole summer to do this.

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20. It was agreed that [REDACTED] would henceforth be responsible for implementation of the Personnel Evaluation Report program, and that [REDACTED] would:

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a. Immediately provide [REDACTED] copies of drafts of policy statements, procedures, etc., as currently proposed by Office of Personnel;

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b. Would keep [REDACTED] advised of all proposed changes as developed; and

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c. Would advise [REDACTED] promptly of any final action (i.e., approval) of pertinent regulations, policies, procedures, etc.

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It was also agreed that [REDACTED] would begin immediately to work out the entire training program (both "live" for domestic and pamphlet for field personnel with consideration for training aids) based on currently proposed policy and doctrine to be furnished by [REDACTED] and would modify the content of the course or amend the program as necessary to reflect interim and final development of policy and doctrine.

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21. The meeting ended at 11:30 A.M.



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